

Los Angeles County
Department of Regional Planning

Draft Florence-Firestone Community Plan

December 2012

The following Draft Florence-Firestone Community Plan will require approval by both the Los Angeles County Regional Planning Commission and Board of Supervisors prior to official implementation.

Hearing dates to be determined.

Once adopted, the Florence-Firestone Community Plan will be a component of the Los Angeles County General Plan and provide goals and policies specific to unincorporated Florence-Firestone.

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"To enrich lives through effective and caring service."



"To improve the quality of life through innovative and resourceful physical and environmental planning, balancing individual rights and community needs."



Florence-Firestone is a place where people's needs are met. The community is safe and people have access to educational opportunities and jobs. It is a place with a strong identity that makes residents feel proud. People can own their homes and are aware of all the County services available to meet their needs. Physically, the community has ample parks and open space, a safe and efficient transportation system, corridors that are inviting and comfortable, and a central area for people to come together.

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I. INTRODUCTION

The Florence-Firestone Community Plan (Plan) is a policy document to guide future development and maintenance in the unincorporated community of Florence-Firestone over the next 20 years. The Plan is a reflection of the community's shared vision of the future and identifies specific land uses, goals and policies to achieve that vision. Development of the Plan was driven by a dedicated group of community members in Florence-Firestone who mobilized to initiate a community-based visioning process in partnership with the Department of Regional Planning, beginning in 2009. The Florence-Firestone Plan is part of the Los Angeles County General Plan (General Plan). The General Plan provides land use policy guidance for all land within unincorporated Los Angeles County, while the Plan includes more specific guidance on local issues. The main purpose of this Community Plan is to guide development, maintenance, and service provision in Florence-Firestone to achieve the community's vision of the future. The vision was developed through a public participation process where stakeholders identified their ideal future. In summary, the Plan seeks to create a future community that is safe, that provides ample jobs and educational opportunities, and that allows people to live, work and play in an inviting and comfortable environment. Community members' insights and observations helped to identify crucial issues and assets; their foresight and values culminated in the vision; and, their recommendations formed the basis of the Plan's goals and policies. Continued community participation, coupled with strong leadership by the Los Angeles County Board of Supervisors and service providers, will ensure that the Plan meets the needs of residents and business owners, today and in the future.

The Community

Setting

Florence-Firestone is an unincorporated community in the Second Supervisorial District of Los Angeles County. The 3.6 square mile community is located approximately six miles south of downtown Los Angeles. It is surrounded on the north, south, and west by the City of Los Angeles, and on the east by the Cities of Huntington Park and South Gate and the unincorporated community of Walnut Park. (Map 1: Context). The community is developed with single- and multi-family residences, local serving commercial uses, and industrial uses such as recycling and automobile

dismantling facilities. An urban community, Florence-Firestone was home to slightly over 63,000 residents in 2010. The population is composed mainly of people of Hispanic or Latino origin (90%); and, when compared with the County overall, the community has a relatively young population, with 60% percent under the age of 35.

History

Florence-Firestone once contained farmland that yielded abundant crops of sweet potatoes, grain, corn, grapes and eucalyptus. Farms ranged in size from 40 to several hundred acres, and the fertile soil and favorable climate attracted the area's earliest settlers. In the late 1800s and early 1900s, railroad lines were built in the community and land development soon followed. Due to the proximity to rail lines, in the 1920s, Florence-Firestone was an ideal location for factories such as the Goodyear Tire Company and Firestone Tire Manufacturers. Manufacturing jobs were abundant at this time, attracting more residents and development. The community was almost completely developed by the 1940s. It continued to grow with increasing demand for manufacturing jobs at the onset of World War II. This rapid growth slowed and began to decline by the 1960s, when factories, residents, and retail establishments began to move out of urban communities to outlying suburbs. At the same time, the community underwent a major demographic shift.

Following the lifting of restrictive covenants between 1950 and 1965, the African American population increased from 18 percent to 57 percent of the total population. In 1965, racial tensions between whites and blacks led to large-scale riots and subsequent demands for reform during the 1960s Civil Rights Movement. Deindustrialization continued in the 1970s and 1980s, resulting in widespread unemployment. During this time, the community saw a second demographic shift as people from South and Central America immigrated en masse to Florence-Firestone. The Hispanic or Latino population represented 61 percent of the population in 1980, 77 percent by 1990, 86 percent by 2000, and 90 percent by 2010. The 1990s and 2000s saw additional physical and social changes in the community. In 1990, the Los Angeles Metropolitan Transit Authority opened the Metro Blue Line with three stations in the community. This rail line connects the community to downtown Los Angeles to the north and the City of Long Beach to the south, providing an important link to jobs and opportunities throughout the Los Angeles region.

Unfortunately, the 1990s also saw renewed social unrest. In 1992, riots erupted again, lasted several days, and brought racial, social and economic tensions to the surface. Although several businesses suffered severe damage, many business owners remained committed to the community and quickly reopened.

By the early 2000s, dedicated residents partnered with Los Angeles County to form the Florence-Firestone Community Enhancement Team and Community Leaders. Through open communication and collaboration, these groups provide a forum for residents of diverse backgrounds to work together to improve the provision of services and quality of life in the community.

Resilience still characterizes the community today, as evidenced by strong family bonds, community champions, and ongoing collaboration with local agencies. Public safety, economic development, and infrastructure continue to be concerns; however, the community has many assets, including close proximity to jobs, easy access to the region via the Metro Blue Line, successful collaboration between County agencies and community members, and a youthful population. Planning efforts in the community have sought to build upon these assets, while addressing issues and concerns for current and future residents.

The Plan

Community Plan Format and Content

The Community Plan is organized into five chapters. Chapter 1 introduces the community, the plan and the community's vision statement. Chapter 2 includes the Community Plan goals and policies, which are organized into "elements" or priority issue areas. The elements of the Community Plan are:

- Land use
- Community design and maintenance
- Community services and facilities
- Economic development
- Health and safety
- Housing
- Mobility
- Open space and recreation.

In addition to the goals and policies, certain elements include additional policy tools, for example the land use policy map and design principles. Chapter 3 contains

implementation actions and programs, including target time frames and priorities. Chapter 4 includes a conclusion followed by Chapter 5, which contains a glossary of planning-related terms used in the Plan.

Purpose

The purpose of the Plan is to create a framework to help guide future land use and resource allocation decisions. The Plan articulates the community's shared vision of the future and establishes goals, policies, and implementation actions to realize the vision. The Plan defines the types of housing, facilities and services needed to support the people who will live and work in the community over time. It also contains a Land Use Policy Map that shows allowable development types and densities.

The Plan is the main policy document that guides decision making regarding land uses and resource allocation. One way to implement the Plan is through zoning, which includes more detailed standards and regulations. Additional information on zoning is found in the Chapter 3, Implementation Program.

Relationship to the General Plan and Countywide Objectives

A component of the General Plan, the Florence-Firestone Community Plan contains specific development policies and implementation measures that apply only to the unincorporated community of Florence-Firestone. While consistent with the elements found in the General Plan, the Florence-Firestone Community Plan also addresses additional community issues. The General Plan provides policy guidance on all issues not addressed in the Florence-Firestone Community Plan.

The Plan also helps to advance the countywide objective of reducing greenhouse gases in order to meet the goals of the California Global Warming Solutions Act of 2006 and California's Sustainable Communities and Climate Protection Act of 2008 (AB 32 and SB 375, respectively). The Plan strengthens these efforts by including goals and policies to support local development practices and initiatives to reduce greenhouse gas emissions.

Applicability

Completed applications filed prior to the effective date of this General Plan shall be allowed to be reviewed for consistency with the previously adopted General Plan. Projects may be maintained as originally approved provided the approval is still valid and has not expired. Any

subsequent change(s) of use or intensity shall be subject to the policies of this General Plan.

Past Planning Efforts

Zoning was established in Florence-Firestone as early as the 1920s. Zoning regulates uses allowed by right and with permits and contains development standards for all permitted types of development within the community. In addition to the Zoning Ordinance, development in Florence-Firestone has been regulated by the broad direction provided in the General Plan. The General Plan provides policy guidance on land use and other issues for all unincorporated areas in Los Angeles County. More specific guidance on issues unique to each community is found in area or community plans. Previously, Florence-Firestone has not had a community plan. However, several planning efforts over the years assessed local issues, evaluated needs, and identified necessary improvements. For the first time, the Florence-Firestone Community Plan builds upon these past initiatives while establishing a comprehensive local land use policy for the future of the community. The following major planning reports and ordinances informed the development of the Plan.

- **Florence-Firestone Community Background Report:** Los Angeles County Department of Regional Planning (DRP), 1970
- **Florence-Firestone Community General Plan Staff Report:** DRP, 1971
- **Florence-Firestone Community Standards District Ordinance:** DRP, 2004
- **Transit Oriented District Ordinance:** DRP, 1999, 2005
- **Florence-Firestone Vision Plan:** DRP and Raimi + Associates, 2009
- **Florence-Firestone Community Parks and Recreation Plan:** Los Angeles County Department of Parks and Recreation, 2010
- **Slauson Blue Line Station Transit Oriented Development:** Urban Land Institute Technical Assistance Panel, 2010
- **Florence-Firestone Sustainability, Market Analysis, and Transit-Oriented District Reports:** DRP and URS, Inc., 2010

- **Florence-Firestone Community Plan Background Report:** DRP, 2011
- **Los Angeles County General Plan** Los Angeles County General Plan Appendix J: Economic Development Element Resources:: DRP, 2011

Community Priorities and Vision

Community Participation

The Plan is the result of an extensive community engagement process. In 2009, a series of three community workshops attended by over one hundred people resulted in the Florence-Firestone Vision Plan. Building on this work, in 2011, four workshops and one youth activity were held to develop the remaining components of the Plan, including the goals, policies, and land use map. Meetings and interviews with other stakeholders throughout the process supplied additional guidance and input for the development of the Plan.

Community Issues and Priorities

The intent of a community plan is to refine the broad goals and policies of the General Plan and to provide guidance on issues unique to local communities. During the public participation phase, community representatives identified the following priority local issues:

Land use: ensuring compatibility between different uses and appropriate location of new uses.

Community design and maintenance: maintaining existing public infrastructure and structures, creating a community identity, promoting a better pedestrian and bicycling environment through urban design.

Community services and facilities: offering services and facilities that meet the needs of all community members, especially teens, youth, and seniors.

Economic development: providing jobs and job training for residents and technical support for local businesses.

Health and safety: ensuring that all areas of the community are safe, providing residents opportunities to be physically active, and increasing access to healthy food.

Housing: supplying well-maintained, affordable housing for all.

Mobility: planning for safe and convenient transportation on foot, bike, car, or public transit and enabling travel without a car.

Open space and recreation: providing more open space. offering diverse recreational programs to residents of all ages in safe facilities, and providing more open space.

Participants reviewed and commented on draft goals and policies, which served as the basis for the final goals, policies, and implementation actions contained in the Plan, and they worked with planners to refine the land use policy map. The Plan is designed to reflect the main issues and priorities identified by participants during the public outreach process. Specifically, the Plan's goals, policies, and implementation actions are organized into issue specific elements that correspond to the main issues and priorities above.

Vision Statement

The keystone of the Plan is the vision, which encapsulates the community's desired future. The vision statement was developed through an incremental process wherein participants refined, revised, reached consensus on their ideal desired future. The Plan's goals, policies, and land use map work in concert to achieve the following vision:

Florence-Firestone is a place where people's needs are met. The community is safe and people have access to educational opportunities and jobs. It is a place with a strong identity that makes residents feel proud. People can own their homes and are aware of all the County services available to meet their needs. Physically, the community has ample parks and open space, a safe and efficient transportation system, corridors that are inviting and comfortable, and a central area for people to come together.

II. COMMUNITY PLAN ELEMENTS

The Plan is organized according to elements, or subject areas, that represent the community's highest priorities. In addition to the state-mandated element, community plans include elements that are most relevant at the local level. The elements of the Plan are: land use, community design and maintenance, community services and facilities, economic development, health and safety, housing, mobility, and open space and recreation. Each element below includes a discussion of the main community issues, and related goals and policies. Goals identify what the Plan aims to achieve to realize the community vision, and policies provide direction and guidance on how to achieve those goals.

Land Use (LU)

Land use includes where certain types of development can occur, how dense development can be, and how various uses are located in relation to one another. In Florence-Firestone, an existing land use pattern exists that is the result of zoning code regulations and land use policy found in the General Plan. In some places, the community has developed as planned. In other places, however, land uses are incompatible, meaning that the normal operation of one use is a nuisance to neighboring uses. Changing demographics and physical conditions in the community, such as the introduction of the Metro Blue Line, also warrant an update to land use regulations to better reflect existing conditions. The Land Use Element (LU) contains a land use legend, land use map, goals, and policies that seek to provide adequate land to meet community needs and to ensure that uses are appropriately located to create vibrant places.

Land Use Legend and Map

The Land Use Map translates the community vision, goals, and policies into a geographically-based map (Map 2: Land Use Map). The Land Use Map applies land use designations to every parcel within the community. These designations specify what uses and densities are allowed on each parcel. The following land use legend describes each land use designation utilized within Florence-Firestone, including the purpose and permitted density. The full land use legend, which includes additional categories not found in Florence-Firestone, can be found in the General Plan. Density is expressed as maximum

allowable dwelling units per net acre for residential uses, or Floor-Area Ratio (FAR), the ratio of the total floor area of a building to the total land area of the parcel, for commercial and industrial uses. The land use policies depicted on the Land Use Map provide broad parameters for the type(s) of development that are most appropriate for each parcel based on a combination of factors, including: the existing use, natural characteristics of the land, surrounding uses, prevailing development patterns, community priorities and the vision. Land use designations can encourage growth, preservation or maintenance, depending on the most suitable mix of uses. Zoning designations, which are depicted on the Zoning Map and discussed more in Chapter 3, Implementation Program, provide specific standards and regulations, including: lot coverage, height restrictions, and setbacks, to name a few.

Overlays

In addition to the land use designation for each parcel, overlays are applied to identify certain areas within the community that may be suitable for specific types of development (Map 3: Overlays). The purpose of the overlays is to identify priority areas intended to evolve or be preserved over time. In Florence-Firestone, two overlays seek to encourage a vibrant mix of uses near Metro stations and along major corridors and to protect valuable community jobs. The areas approximately one half mile around each of the three Metro stations in the community are designated as Transit Oriented Districts. Development within these districts is intended to promote transit use and support walking and biking. Within Florence-Firestone, industrial uses along the Alameda Street corridor provide important jobs. The Alameda Street corridor is also part of a regional job corridor. It is identified as an Employment Protection District to highlight that this area should be preserved for industrial and job-creating uses.

Table 1: Land Use Legend

Land Use	Code	Density or Floor Area Ratio (FAR)	Purpose
RESIDENTIAL			
Residential 9	H9	0–9 du/net ac	Single family residences.
Residential 18	H18	0–18 du/net ac	Transitional single family and small scale multifamily residences, including duplexes, triplexes, fourplexes, rowhouses, small lot subdivisions, and townhomes.
Residential 30	H30	0–30 du/net ac	Medium scale, multifamily residences, and single family residences.
COMMERCIAL			
General Commercial	CG	Residential: 0-50 du/net ac Commercial: Maximum FAR 1.0 Mixed Use: 0-50 du/net ac and FAR 1.0	Local serving commercial uses, such as retail sales, restaurants, personal services, and small professional office complexes; single family and multifamily residences; and residential and commercial mixed uses.
MIXED USE			
Mixed Use	MU	Residential: 0-150 du/net ac Commercial: Maximum FAR 3.0 Mixed Use: 0-150 du/net ac and FAR 3.0	Pedestrian friendly and community serving uses that encourage walking, bicycling, and transit use. Commercial, residential and commercial mixed uses, multifamily residences, and limited light industrial uses.
INDUSTRIAL			
Light Industrial	IL	Maximum FAR: 1.0	Light industrial uses, such as industrial park activities, warehouses, distribution, assembly, disassembly, fabricating, finishing, manufacturing, packaging, and repairing or processing of materials, printing, commercial laundry, photographic film processing, vehicle repair garages, building maintenance shops, metal work, millwork, and cabinetry work.
Heavy Industrial	IH	Maximum FAR: 1.0	Heavy industrial uses, including heavy manufacturing, refineries, and other labor and capital intensive industrial activities.
PUBLIC AND SEMI PUBLIC			
Public and Semi Public	P	Maximum FAR: 3.0	Public and semi public facilities and community serving uses, including: public buildings and campuses, schools, hospitals, cemeteries, government buildings, and fairgrounds. Airports and other major transportation facilities. Major facilities, including landfills, solid and liquid waste disposal sites, multiple use storm water treatment facilities, and major utilities. In the event that the public use of mapped facilities is terminated, alternative uses that are compatible with the surrounding development, in keeping with community character, and consistent with the intent of overall Plan objectives, are permitted.
OPEN SPACE			
Parks and Recreation	OS-PR	N/A	Open space recreational uses, such as regional and local parks, trails, athletic fields, community gardens, and golf courses.

Land Use	Code	Density or Floor Area Ratio (FAR)	Purpose
OVERLAYS			
Transit Oriented District	TOD	N/A	Pedestrian friendly and community serving uses near transit stops that encourage walking, bicycling, and transit use.
Employment Protection District	EPD	N/A	Economically viable industrial and employment rich lands with policies to protect these areas from the conversion to non industrial uses.

Land Use Goals and Policies

Goal LU-1: Residents can live and work in the community.

Policy LU 1.1: Provide a mix of low, medium and high density development with adequate open space.

Policy LU 1.2: Allow mixed-use and residential development on Florence Avenue and near the Florence Metro Station.

Policy LU 1.3: Encourage construction of new mixed-use developments which could include multi-family residential apartments, retail shops, restaurants, and offices.

Policy LU 1.4: Support a balance of land uses to provide jobs and housing in close proximity to one another.

Goal LU-2: Development around Metro stations supports transit use, encourages walking, and revitalizes station areas.

Policy LU 2.1: Encourage the development of commercial uses, including neighborhood and professional services, near station areas and transit corridors that are pedestrian-friendly rather than auto-oriented.

Policy LU 2.2: Support development and circulation patterns that promote transit use.

Policy LU 2.3: Support development that provides goods and services which residents and workers need daily near Metro stations.

Goal LU-3: Jobs and economic development continue in industrial areas.

Policy LU 3.1: Maintain and protect the existing warehouse and industrial land uses along the Alameda corridor and Slauson corridor.

Policy LU 3.2: Protect existing industrial uses from encroachment by incompatible adjacent land uses to avoid conflicts.

Policy LU 3.3: Support the transition from existing to new industrial and job-creating uses, as needed.

Goal LU-4: New usable open spaces within walking distance to residents who are currently underserved by

existing open space, or in close proximity to public transportation lines, when possible.

Policy LU 4.1: Require active and/or passive usable open space in new multi-family residential development and appropriate levels of park facilities in each neighborhood.

Policy LU 4.2: Site new public parks near schools or locations with high pedestrian traffic and visibility.

Goal LU-5: Public uses provide residents with educational opportunities and community services.

Policy LU 5.1: Site new public uses to provide convenient access to the people they serve.

Policy LU 5.2: Support the development of new services that meet the community's basic needs, including health clinics, educational facilities, and job and business support.

Policy LU 5.3: Encourage the development of services that meet the needs of all residents, from youth to seniors.

Policy LU 5.4: Support the transition of closed public and community serving facilities to other similar uses that meet community needs.

Policy LU 5.5: Prioritize areas near Metro stations when locating County or other public facilities.

Goal LU-6: A community that reduces greenhouse gas emissions by using land and energy efficiently.

Policy LU 6.1: Support the County's efforts to create an adopted Climate Action Plan that meets state requirements.

Policy LU 6.2: Implement the County's Green Building requirements.

Policy LU 6.3: Provide information and education to the public about land and energy conservation to address climate change.

Policy LU 6.4: Support the installation of alternative fuel and renewable energy facilities, where appropriate.

Community Design and Maintenance (CD&M)

The majority of structures in Florence-Firestone were built during the 1920s-40s. While many residential neighborhoods display residents' pride in their homes and community, commercial corridors have not been well maintained, alleys and easements are used as illegal dumping grounds, and public areas do not always support pedestrian activity. The Community Design and Maintenance Element (CD&M) seeks to support the vision of a community that is inviting and comfortable for all users, to ensure that existing high quality development is maintained for generations to come, and to provide guidance for new development that creates vibrant and welcoming places while respecting existing communities and historic resources. The Community Design and Maintenance Element includes the goals and policies, as well as Community Design Principles.

Community Design and Maintenance Goals and Policies

Goal CD&M-1: All properties are maintained and improved over time.

Policy CD&M 1.1: Increase awareness of and enforce Zoning Ordinance provisions related to yard sales and public vending in order to prevent the proliferation of unpermitted outdoor vending.

Policy CD&M 1.2: Improve public spaces and buildings through landscaping and architectural treatment.

Policy CD&M 1.3: Ensure safety in and enhance alleys by creating gardens, parks and greenways, or closing alleys, consistent with Fire Department access requirements.

Policy CD&M 1.4: Improve the visual appearance of buildings along rail lines by removing graffiti and trash and adding landscaping.

Policy CD&M 1.5: Preserve and protect properties or buildings with significant historical or cultural value, whenever possible.

Goal CD&M-2: Attractive and well-designed new development.

Policy CD&M 2.1: Ensure that there is an adequate transition between higher-density multi-level buildings

and existing mostly one- and two-story residential neighborhoods.

Policy CD&M 2.2: Ensure new development activates adjacent sidewalks by placing windows, entryways, and landscaping near sidewalks to avoid long expanses of blank walls.

Policy CD&M 2.3: Encourage visually interesting building facades, for example through alternating colors or materials.

Policy CD&M 2.4: Support new development that complies with the Community Plan Design Principles.

Policy CD&M 2.5: Maintain short, walkable blocks and provide pedestrian access ways wherever appropriate to facilitate walking.

Goal CD&M-3: Strong and proud community identity. .

Policy CD&M 3.1: Provide community identity and unified branding elements, such as public art, signage, welcome signs, benches, and shade structures as part of development projects and public improvements.

Policy CD&M 3.2: Assist with neighborhood pride and outreach programs.

Policy CD&M 3.3: Include residents and other stakeholders in the planning of services and design of public improvements.

Goal CD&M-4: Welcoming and pedestrian-friendly commercial areas.

Policy CD&M 4.1: Upgrade the appearance of commercial areas by enforcing business sign regulations for all businesses in the community.

Policy CD&M 4.2: Require that at least one accessible walkway to every new commercial development fronts the sidewalk to ensure pedestrian safety and visibility.

Goal CD&M-5: Well maintained and "good neighbor" industrial areas.

Policy CD&M 5.1: Improve curb appeal of industrial areas to attract new investment.

Policy CD&M 5.2: Maintain industrial areas in a clean and orderly fashion and, when possible, screen them from high traffic public areas, including transit corridors and elevated Metro platforms.

Policy CD&M 5.3: Enforce existing zoning regulations for screening of unsightly industrial activities.

Policy CD&M 5.4: Encourage the use of landscaping as a screening device through the use of potted plants, trees, vines, and other vegetation, and require ongoing maintenance of such landscaping.

Policy CD&M 5.5: Encourage the use of masonry or wood to enclose and screen industrial operations as opposed to chain link fencing with plastic slats.

Goal CD&M-6: Attractive and comfortable major corridors.

Policy CD&M 6.1: Increase awareness of and enforce codes related to auto sales within parking lots or on public streets, where they are not permitted.

Policy CD&M 6.2: Maintain existing street trees with regular trimming and encourage the use of drought-tolerant species for new tree plantings to reduce watering needs.

Policy CD&M 6.3: Require that signage, both fixed and portable, is displayed in an orderly, cohesive, and legal fashion.

Policy CD&M 6.4: Regularly maintain and repair broken sidewalks and curbs.

Goal CD&M-7: All areas are clean and graffiti free.

Policy CD&M 7.1: Continue graffiti abatement programs.

Policy CD&M 7.2: Continue regular maintenance and cleaning of public streets, sidewalks, and alleys.

Policy CD&M 7.3: Raise awareness of existing graffiti removal programs.

Goal CD&M-8: Florence Avenue is the mixed-use "Main Street" of Florence-Firestone.

Policy CD&M 8.1: Beautify the corridor with landscaping and distinctive crosswalk treatments.

Policy CD&M 8.2: Create a sense of place and a destination by branding the corridor with signage, street banners, and public art.

Policy CD&M 8.3: Enhance the visitor experience with pedestrian-scaled lighting and street furniture.

Community Design Principles

The Community Design Principles (Table 3) illustrate the Plan's design and maintenance goals and policies. These principles seek to improve the overall appearance of the public realm by demonstrating the types of features that are either supported or discouraged in discretionary projects in various places. The images are intended to be illustrative of the stated principles. They are not drawn to scale nor do they show the exact required heights, setbacks, density, or other development standards, which are found in the Zoning Ordinance.

Community Services and Facilities (CS&F)

As an unincorporated community, Florence-Firestone receives its services and facilities from Los Angeles County departments. Many County departments also serve other unincorporated areas and cities, making the provision of services that meet specific local needs a challenge. While many services and facilities are provided locally, community awareness of all available services is lacking. There is also a need for improved street sanitation services, increased community participation in decision making, services and activities for everyone, and better communication. Florence-Firestone has several local facilities to meet residents' needs, including libraries, parks, and a service center. These must be sustainably maintained and enhanced over time to remain useful. The goals and policies of the Community Services and Facilities Element (CS&F) strive to ensure that basic needs are met equitably and that enhanced services and facilities are provided over time to improve quality of life.

Community Services and Facilities Goals and Policies

Goal CS&F-1: Clear communication and strong collaboration between the County and community ensures transparency, accountability, and the provision of excellent service.

Policy CS&F 1.1: Increase community events in public spaces, including parks and schools, and engage residents to increase awareness about County resources.

Policy CS&F 1.2: Work with all County public service agencies to provide annually updated information on County services at community parks, libraries, and other community centers.

Policy CS&F 1.3: Whenever possible, provide Spanish language informational materials to increase accessibility.

Goal CS&F-2: Teens and young adults have a place to interact.

Policy CS&F 2.1: Expand community activities for youth, including dance, job skill development, music, and arts.

Policy CS&F 2.2: Provide designated spaces for youth activities within County facilities.

Policy CS&F 2.3: Provide ongoing opportunities for youth to engage in community development, advocacy, and volunteer efforts.

Goal CS&F-3: Community members have a place to connect with each other and enrich themselves.

Policy CS&F 3.1: Establish a location within the community to serve as a focus for civic events and function as a community center. Policy CS&F 3.2: Program activities at the community center meet the needs of all community members, especially teens, youth, and seniors.

Policy CS&F 3.3: Ensure access to County services locally, for example through satellite offices or one-stop service centers.

Policy CS&F 3.4: Raise awareness of existing County services available to residents.

Policy CS&F 3.5: Provide space within community facilities for community-serving non-profit organizations.

Goal CS&F-4: Sustainable County facilities.

Policy CS&F 4.1: Ensure all new County buildings meet the goals of environmental sustainability, carbon footprint reduction, water conservation, and energy conservation.

Policy CS&F 4.2: Ensure that routine maintenance and operations work optimizes water and energy conservation.

Policy CS&F 4.3: Reduce use of potable water at existing facilities for landscape irrigation use and transition to recycled water where it is available.

Policy CS&F 4.4: Reduce the use of energy at existing facilities and transition to alternative renewable sources such as wind and solar where feasible.

Policy CS&F 4.5: Prolong the life of existing buildings and facilities through preventative maintenance programs and procedures.

Policy CS&F 4.6: Expand recycling, composting, and mulching programs.


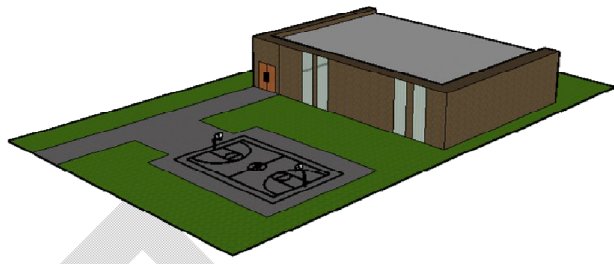
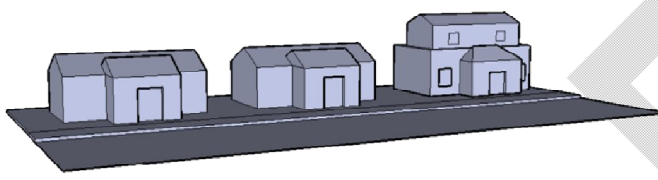
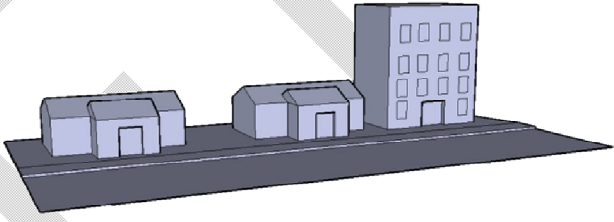
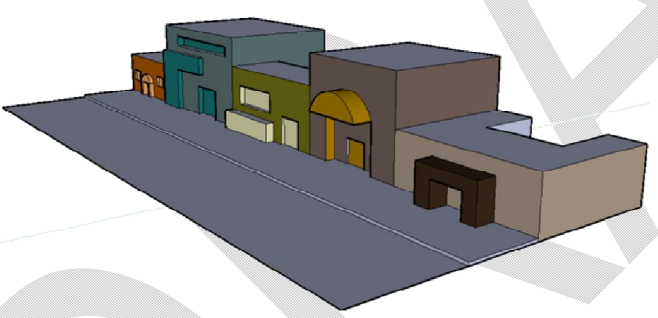
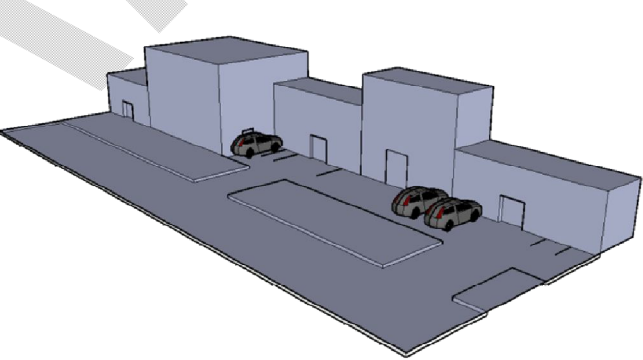
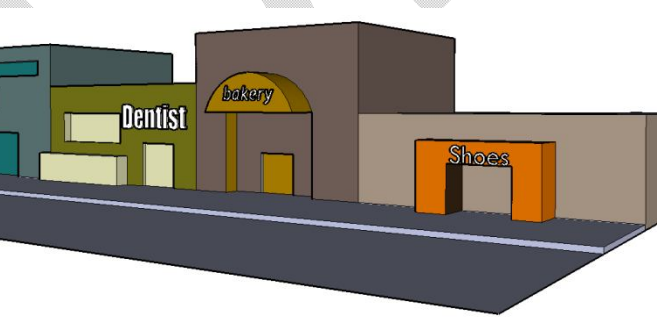
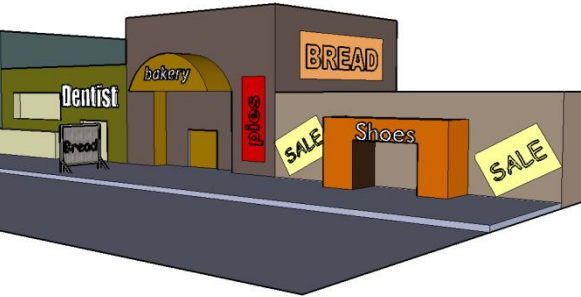
Goal CS&F-5: Services and facilities are adequate, accessible, and meet diverse needs.

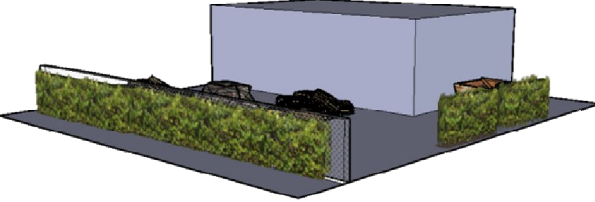
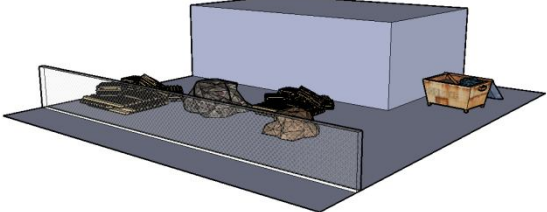
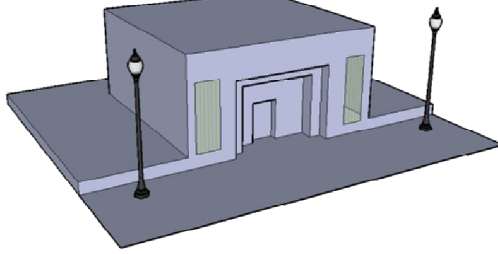
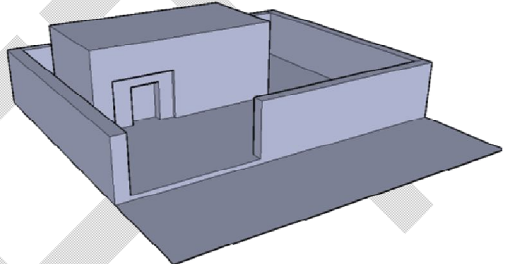

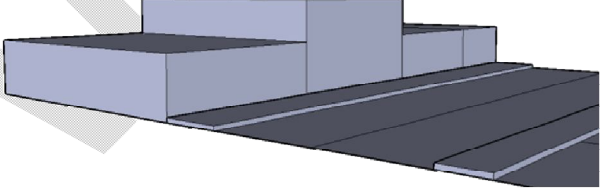
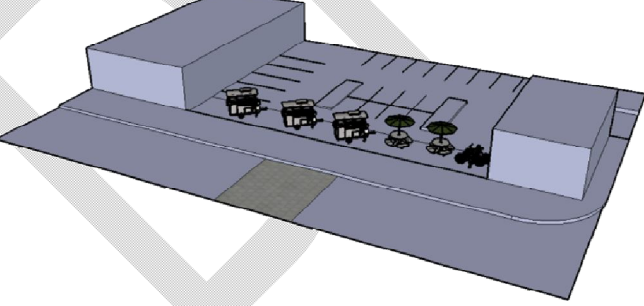
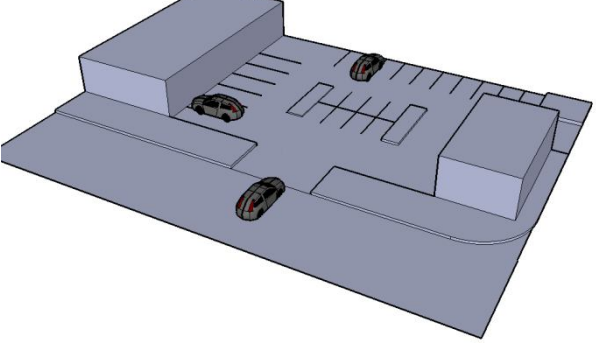
Policy CS&F 5.1: Expand public library resources and facilities.

Policy CS&F 5.2: Encourage new or improved mixed use, commercial, and multi-family development to provide space for public, private, or non-profit community-serving uses, through conditions of approval.

Policy CS&F 5.3: Ensure adequate infrastructure, including sewer and water, to accommodate the service demands of development.

Table 2: Community Design Principles

Places and Features	Support	Discourage
Public Spaces	 <p data-bbox="224 583 894 646">Support enhanced landscaping and architectural features.</p>	 <p data-bbox="922 583 1572 646">Discourage blank facades, lack of landscaping and architectural treatments.</p>
Scale and Transitions	 <p data-bbox="224 877 894 982">Support adequate transitions between higher and lower density development. Maintain light, air, access and privacy.</p>	 <p data-bbox="922 919 1572 982">Discourage abrupt changes from one development to the next. Obscures light, air, access, and privacy.</p>
Frontage and Facades	 <p data-bbox="224 1350 894 1423">Support alternating colors or materials. Entrances front sidewalk with parking in rear.</p>	 <p data-bbox="922 1350 1572 1423">Discourage flat, blank facades. Access through parking lots or side entrances.</p>
Signs	 <p data-bbox="224 1759 894 1837">Support clearly displayed signs, placed to enhance frontages and complement architectural features.</p>	 <p data-bbox="922 1738 1572 1837">Discourage banners, advertisements, and street boards create clutter and obstruct visibility and sidewalks.</p>

Places and Features	Support	Discourage
Screening	 <p>Support concealed or screened areas for trash and outdoor storage within enclosures or with landscaping.</p>	 <p>Discourage unsightly areas exposed to public.</p>
Visibility	 <p>Support lighting, clear windows, and an open, wide entrance near the sidewalk.</p>	 <p>Discourage high walls, lack of windows, and large setbacks.</p>
Sidewalks and Streets	 <p>Support landscaping and street furniture creating a buffer between pedestrians and cars. Wide sidewalks (e.g., to accommodate three to four people walking abreast), striped crosswalks, bulb-outs, crossing islands, and pedestrian scale lighting.</p>	 <p>Discourage unprotected sidewalks, lack of pedestrian amenities, lack of crosswalks.</p>
Parking Lots	 <p>Support lot designs that accommodate arrival on foot, bike, or car. Provide space for retail cart, plaza, or shops.</p>	 <p>Discourage focus on accommodating solely cars. Create gaps in and dominate street frontage.</p>

Economic Development (ED)

Florence-Firestone contains some of the County's oldest industrial areas. With access to the Alameda Street corridor and downtown Los Angeles, the community is ideally located to provide jobs and employees to the region. However, several aspects constrain economic development, including a workforce with low educational attainment and incomes, decades of deferred maintenance for structures, conflicts between land uses, obsolete retail and industrial building stock, high rental housing rates, and low affordability. Difficulties related to land aggregation and small parcel sizes also limit new retail and industrial development. The Economic Development Element (ED) contains goals and policies to ensure that the community continues to provide much-needed jobs, that retail and commercial uses meet residents' needs, that local businesses feel supported and able to grow, and that the workforce is adequately prepared for additional opportunities.

Economic Development Goals and Policies

Goal ED-1: Vibrant retail along Florence Avenue and Firestone Boulevard.

Policy ED 1.1: Ensure that business signage is legible and uncluttered.

Policy ED 1.2: Increase awareness of signage regulations through educational workshops.

Policy ED 1.3: Encourage new businesses to locate on Florence Avenue and Firestone Boulevard or near Metro stations.

Policy ED 1.4: Attract visitors, pedestrians, and investors to the area with enhanced streetscapes and infrastructure.

Policy ED 1.5: Support beautification of existing businesses, for example through the Community Development Commission's Community Business Revitalization (CBR) Program.

Goal ED-2: Residents have access to education, employment, and professional development opportunities.

Policy ED 2.1: Encourage development projects to hire local workers.

Policy ED 2.2: Encourage private and public facilities that generate jobs to locate in the community.

Policy ED 2.3: Improve local employment opportunities by strengthening existing commercial and industrial uses.

Policy ED 2.4: Preserve existing jobs in industrial areas and add new jobs that match residents' skill levels.

Policy ED 2.5: Offer enrichment classes, job training, and information on job opportunities that respond to community interests and support workforce development.

Policy ED 2.6: Continue to support local economic activity including the development of infrastructure and public facilities, job creation activities, relocation, and environmental remediation, through the Empowerment Zone program.

Policy ED 2.7: Offer high quality K-12 education, including opportunities for mental, social and physical development, to all children in the community.

Policy ED 2.8: Support collaborations between local schools, universities and businesses to build partnerships, develop internship programs and offer mentorship for the youth.

Goal ED-3: A variety of retail options meet local needs.

Policy ED 3.1: Attract high-quality supermarkets and restaurants that provide affordable and healthy food.

Policy ED 3.2: Encourage entertainment uses, including theaters, multi-use spaces, and recreational activity centers.

Goal ED-4: Businesses near Metro stations are easy to access.

Policy ED 4.1: Provide adequate bicycle and vehicle parking for patrons to access local businesses.

Policy ED 4.2: Ensure safe access to businesses for all users, including cyclists, pedestrians, and persons with special needs, through utilization of bike lanes, crosswalks, improved pedestrian signal timing, and other strategies as appropriate.

Goal ED-5: A thriving, safe and profitable industrial sector along the Alameda corridor.

Policy ED 5.1: Retain and attract industrial businesses and jobs by preserving land designated and used for industrial purposes.

Policy ED 5.2: Avoid siting new residential and other sensitive uses, such as schools, nursing homes or day care centers, within industrial designated areas.

Policy ED 5.3: Provide buffers between industrial and non-industrial uses to avoid conflicts that arise from the close proximity of incompatible uses

Policy ED 5.4: Ensure that properties where industrial activities occur control the noise, odors, smells, emissions and other associated environmental impacts.

Health and Safety (H&S)

Safety is one of the most basic and fundamental aspects of the vision for Florence-Firestone. Community members envision a place where they can feel safe and secure in their homes, schools, parks, and places of employment. Providing a healthy environment, with access to recreation and healthy food, is also key to achieving the community's vision. The Health and Safety Element (H&S) includes goals and policies to create a community that is healthy and safe for all.

Health and Safety Goals and Policies

Goal H&S-1: Public safety is visible and felt throughout the community.

Policy H&S 1.1: Increase Sheriff's presence throughout the community through a full-time station or other means.

Policy H&S 1.2: Integrate crime-reducing features and programs within new developments, especially near Metro stations.

Policy H&S 1.3: Provide optimal lighting on sidewalks and in and around community facilities, such as parks and open space.

Policy H&S 1.4: Implement effective public safety measures, such as community-based anti-crime and anti-gang initiatives to reduce fear of crime and violence.

Policy H&S 1.5: Continue to support existing local crime reduction strategies, such as the Los Angeles County Chief Executive Office's Gang Violence Reduction Initiative.

Goal H&S-2: Safe and accessible community services and facilities.

Policy H&S 2.1: Enhance the Sheriff's presence around parks and schools to deter violence and foster positive interactions.

Policy H&S 2.2: Improve safety in and around schools, including safe passage to and from school for students and educational programs for parents.

Policy H&S 2.3: Target public safety measures to ensure safe access to parks, playgrounds, and other recreational facilities.

Goal H&S-3: Accessible and affordable healthy food.

Policy H&S 3.1: Support farmers' markets and community gardens at community parks, schools, vacant lots, and in utility easements.

Policy H&S 3.2: Encourage supermarkets and food vendors to provide healthy and fresh food options.

Policy H&S 3.3: Provide space for community gardening within new multifamily residential developments.

Policy H&S 3.4: Provide classes on nutrition and gardening at County facilities.

Goal H&S-4: Active and healthy community members.

Policy H&S 4.1: Offer a mix of opportunities for physical activity, including walking and biking, throughout the community.

Policy H&S 4.2: Provide information on and ensure access to local health clinics.

Policy H&S 4.3: Encourage residents to walk or bicycle to community destinations such as schools, parks, and libraries.

Policy H&S 4.4: Promote health and wellness in recreation programs, including obesity prevention.

Policy H&S 4.5: Encourage active living and a lifelong commitment to a healthy lifestyle, for example through parks programming such as the County's Parks after Dark program.

Goal H&S-5: Residents are protected from harmful environmental effects of development and adjacent land uses.

Policy H&S 5.1: Operate commercial and industrial uses in a safe manner.

Policy H&S 5.2: Maintain all properties and stored materials in a clean manner so as not to attract vermin.

Policy H&S 5.3: Minimize dust caused by outside storage and transport of materials.

Policy H&S 5.4: Minimize noise caused by commercial and industrial development and operations.

Policy H&S 5.5: Buffer residential neighborhoods from adjacent industrial uses through setbacks, landscaping, fencing or other buffers, when physically possible.

Policy H&S 5.6: Ensure that new development located near sources of air pollution, such as major highways and other sources, is designed to ensure safe indoor air quality.

Goal H&S-6: Reduced crime and fear of crime through environmental design.

Policy H&S 6.1: Maximize visibility of spaces through lighting and by mixing land uses and activities to increase the potential detection of crime.

Policy H&S 6.2: Require ongoing maintenance of landscaping and buildings.

Policy H&S 6.3: Maintain windows at least 75% clear of advertising to allow visibility inside and out, consistent with Zoning Ordinance requirements.

Policy H&S 6.4: Schedule activities in parks and public spaces to maintain legitimate users and deter criminal activity.

Policy H&S 6.5: Avoid creating places that are physically and visually isolated.

Policy H&S 6.6: Ensure that vacant lots and buildings are maintained in an attractive fashion to avoid attracting crime and conveying a lack of concern.

Policy H&S 6.7: Allow temporary uses at vacant buildings and lots to deter crime, for example community gardens or art exhibits.

Housing (H)

The majority of land in Florence-Firestone is utilized for housing. Residential uses, which are the backbone of the community, need to be maintained; and, new housing should be provided that enhances and complements Florence-Firestone's neighborhoods. The goals and policies of the Housing Element (H) will ensure that Florence-Firestone continues to be a desirable place to live.

Housing Goals and Policies

Goal H-1: Safe and attractive residential neighborhoods.

Policy H 1.1: Involve residents in housing programs to monitor housing needs and problems, facilitate maintenance of residential sites and structures, and prevent the spread of blight in the community.

Policy H 1.2: Continue vigorous code enforcement to maintain safety and attractive appearance of housing.

Policy H 1.3: Continue County housing conservation and improvement programs.

Goal H-2: High rates of home ownership.

Policy H 2.1: Increase the supply of affordable housing, for example through public-private partnerships, for affordable housing construction.

Policy H 2.2: Increase awareness of financing programs to make adequate housing financially available to all, especially low-income families.

Goal H-3: A variety of housing types are available to meet diverse needs.

Policy H 3.1: Encourage and support development of affordable and senior housing.

Policy H 3.2: Provide a diversity of housing types with a range of densities.

Policy H 3.3: Design housing for all users, including transit-dependent seniors and persons with special needs.

Goal H-4: The character of established residential areas is protected.

Policy H 4.1: Preserve the medium density residential character which prevails in residential neighborhoods of the community not located on major corridors.

Policy H 4.2: Ensure that new or renovated development is scaled and designed to maintain light, air, access and privacy for existing adjacent structures.

Goal H-5: New higher density housing is located near Metro stations and along major corridors.

Policy H 5.1: Support the transition of existing low-density residential development abutting the major corridors and near Metro stations to higher-density multi-family developments.

Policy H 5.2: Require new mixed use and multi-family developments near Metro Stations and along major corridors to include a form of open space (community gardens, common areas, plazas), where possible.

Policy H 5.3: Provide incentives to encourage transit use among residents along and near the rail corridor.

Mobility (M)

Florence-Firestone contains three Metro Blue Line stations and multiple bus line stops that provide residents easy access to Long Beach and the region via connections in downtown Los Angeles. While the light-rail line is an asset to the community, tracks have divided neighborhoods and some stations and platforms are perceived as uninviting and unsafe. The population is highly transit-dependent, with about a quarter of residents owning no vehicles. Existing issues also include the need for better and safer bicycle routes and facilities and improved transportation for youth and seniors. The Mobility Element's (M) goals and policies seek to create a safe and efficient transportation system that takes into consideration existing constraints and compatibility needs while striving to achieve incremental improvements. The mobility strategies also seek to maintain the regional circulation within and through the community.

Mobility Goals and Policies

Goal M-1: Community destinations are connected by a comprehensive system of stations, streets and pedestrian areas .

Policy M 1.1: Prioritize the construction of proposed bikeways that increase access to major destinations, connect to existing transit and bike routes, enhance circulation on heavily utilized corridors, and by those which are most feasible.

Policy M 1.2: Enhance access to Metro stations by improving connections to alternative modes of transportation.

Policy M 1.3: Increase the amount of bike lanes within the community to promote safe bicycling.

Policy M 1.4: Increase and improve pedestrian connections around Metro stations.

Goal M-2: Streets and sidewalks meet the needs of motorists, pedestrians, and cyclists.

Policy M 2.1: Support street, sidewalk and intersection improvements that will enhance safety and encourage walking, biking, and public transit use, prioritizing intersections with high collision rates and major intersections.

Policy M 2.2: Buffer people on the sidewalk from moving vehicles on the road through landscaping and street furniture.

Policy M 2.3: Calm traffic on neighborhood streets with roundabouts, speed humps, crosswalks, and other features, consistent with the Los Angeles County Neighborhood Traffic Management Program and regional circulation priorities.

Policy M 2.4: Restripe raised crosswalks and install flashing beacons to improve pedestrian visibility and safety, when warranted.

Policy M 2.5: Allow appropriate timing for all pedestrians, including seniors and children, to safely cross the street.

Policy M 2.6: Provide wide, even and shaded sidewalks to accommodate pedestrian traffic.

Goal M-3: An attractive, comfortable, safe, and efficient transportation network, including bus and light rail stations and corridors.

Policy M 3.1: Enhance access to and safety of Blue Line Stations with improved monitoring and increased visibility.

Policy M 3.2: Enhance the appearance and ensure safety along the rail corridor and near transit stations.

Policy M 3.3: Provide additional bus shelters and rider amenities such as lighting, benches, and trash bins at well-used bus stops.

Policy M 3.4: Display bus schedules and route information at Metro bus stops, whenever feasible.

Policy M 3.5: Install landscaping in and around elevated Metro station platforms to improve the viewshed.

Goal M-4: Bike racks and lockers are available at key activity centers.

Policy M 4.1: Install bicycle racks and lockers along major corridors and at locations with high levels of bicycle traffic, such as schools, parks, businesses, mixed-use housing, and transit hubs.

Policy M 4.2: Require bicycle rack installation for every new multi-family or mixed use development.

Goal M-5: An adequate, safe, and visible walking network, including sidewalks, crosswalks, and urban trails.

Policy M 5.1: Install pedestrian-scale lighting along key roadways.

Policy M 5.2: Improve safety at street crossings through the use of striped crosswalks, bulb-outs, perpendicular curb ramps, crossing islands, raised crosswalks, truncated domes or other engineering features.

Policy M 5.3: Plant more street trees to provide an inviting walking environment and shade, especially on Nadeau Street, Santa Fe Avenue, Slauson Avenue, Graham Avenue, and Crockett Boulevard.

Policy M 5.4: Designate and increase visibility of urban trails through signage and distinctive pavement treatments.

Goal M-6: Adequate, regulations-compliant, and well-designed parking throughout the community.

Policy M 6.1: Minimize the area of land devoted to parking within developments.

Policy M 6.2: Design surface parking lots to accommodate people arriving on foot, bike, or car.

Policy M 6.3: Provide opportunities for retail carts, plazas, or small retail shops along the street frontage within surface parking lots to create a pedestrian environment.

Policy M 6.4: Provide ground floor retail opportunities, or other active uses, within parking structures.

Policy M 6.5: Ensure that parking in residential neighborhoods is orderly and complies with all applicable regulations.

Open Space and Recreation (OS)

Florence-Firestone contains approximately 70 acres of County parkland located within five parks, translating to a ratio of just one acre per 1,000 residents. A variety of sports, special-interest activities, and classes are provided at parks, however the community faces a parkland deficit according to standards in the Parks and Recreation Element of the General Plan. This deficit is expected to increase as population grows. The main issues regarding open space and recreation are safety and security at parks, a need for more parks and community facilities, access to parks within and outside the community, opportunities for collaboration with private organizations and schools, and a need for recreational programs that meet diverse ages and interests. The Open Space and Recreation Element (OS) includes goals and policies that seek to enhance existing parks and encourage additional open space and recreation opportunities.

Open Space and Recreation Goals and Policies

Goal OS-1: More open space.

Policy OS 1.1: Pursue opportunities to develop multi-benefit parks and trails in areas such as power-line alignments and transportation rights-of-way.

Policy OS 1.2: Provide a range of park types, including community parks, neighborhood parks, pocket parks, park nodes, and community regional parks.

Policy OS 1.3: Work with private developers to provide public spaces and recreational amenities as part of large commercial or retail projects through credits, development conditions, or other means.

Goal OS-2: Enhanced active recreation opportunities, such as basketball courts, and passive recreation opportunities, such as park benches.

Policy OS 2.1: Extend park hours to provide additional time and opportunities for recreation.

Policy OS 2.2: Expand recreation services by working with school districts in organizing, promoting, and conducting joint recreational and educational programs.

Policy OS 2.3: Promote the installation of permanent exercise equipment within parks.

Goal OS-3: A sustainable parks and recreation system.

Policy OS 3.1: Ensure that parks are built and maintained to minimize negative environmental impacts and optimize resource conservation, including water, waste, and energy.

Policy OS 3.2: Make improvements to existing parks, including upgrades to comply with the Americans with Disabilities Act (ADA), on an ongoing basis, as needed.

Policy OS 3.3: Enhance multi-agency collaboration to leverage park and recreation resources.

Goal OS-4: Varied and beneficial recreational programming.

Policy OS 4.1: Promote and encourage the most popular recreational activities in Florence-Firestone: youth sports, adult sports, activities for seniors, passive leisure, and educational classes.

Policy OS 4.2: Promote the park volunteer program, and actively recruit more youth and seniors to conduct recreation programs and services.

Policy OS 4.3: Continue to offer free and low-cost recreational programs.

Goal OS-5: Clean, safe, inviting, usable and accessible parks.

Policy OS 5.1: Ensure adequate staffing, funding, and other resources to maintain satisfactory service levels at all County parks and recreational facilities.

Policy OS 5.2: Provide parks with adequate staffing and lighting, regardless of size.

Goal OS-6: Facilities and programs address community needs and preferences.

Policy OS 6.1: Integrate a range of cultural arts programs into existing activities, and partner with multicultural vendors and organizations.

Policy OS 6.2: Provide opportunities for public participation and input in designing and planning parks and recreation programs.

Goal OS-7: Improved accessibility and connectivity to an urban trail system.

Policy OS 7.1: Provide trails with rubberized surfaces for walking or jogging around industrial centers, retail centers, and parks.

Policy OS 7.2: Improve walking paths with security lighting, varied terrain, and visually pleasing landscaping.

Policy OS 7.3: Enhance walkways and crosswalks within a half-mile of parks to improve pedestrian access.

Goal OS-8: Protected historical and educational resources located on County park properties.

Policy OS 8.1: Protect and preserve historical and cultural resources at parks through inventory, repair, and restoration.

Policy OS 8.2: Improve and enhance educational, informational, and regulatory signage at County parks and recreational facilities as appropriate.

III. IMPLEMENTATION PROGRAM

The Plan is intended to guide development to improve quality of life and achieve the community's vision over the next 20 years. Implementing the Plan will require coordination between multiple County service providers and participation, guidance, and stewardship from the dedicated residents, business-owners, and community organizations in Florence-Firestone. The following implementation program is intended to move the Plan from policy to action through the Zoning Map and Zoning Ordinance, implementation strategies, and ongoing collaboration and accountability.

Zoning

The Los Angeles County Zoning Ordinance, also known as Title 22 of the Los Angeles County Code of Ordinances, regulates development on all land in the unincorporated areas of the County. The Zoning Ordinance includes provisions on the allowable uses within each zone, necessary permits, and other development standards. If the Zoning Ordinance is amended and the zones included in the Land Use and Zoning Matrix introduced in the Land Use Element and Zoning Map become outdated or obsolete, they shall be reevaluated and updated to ensure that they remain consistent with the Community Plan.

Land Use and Zoning

The Land Use Map is implemented by the Zoning Map. While the land use designations describe the broad intent and allowable density for each parcel of land, consistent zoning designations in the Zoning Ordinance (Title 22) implement the land use policy by listing uses allowed by right or with permits, and specifying development standards and minimum lot sizes. In California, zoning is required to be consistent with land use. The following matrix (Table 2: Land Use-Zoning Matrix) shall be utilized within Florence Firestone to ensure that zoning is consistent with the Plan's land use designations. In addition to the Primary Consistent Zones displayed below, alternate zoning designations may be considered but must be reviewed on a case-by-case basis, and must be consistent with the overall intent of the land use designation, as determined by the DRP and the Regional Planning Commission. Property owners may also request amendments to the adopted Land Use Policy Map through a Plan Amendment. Amendment applications are subject

to the County's environmental review and public hearing procedures for Plan Amendments.

Community Standards District

The Florence-Firestone Community Standards District (CSD), which was adopted in 2004, includes development standards to improve the appearance of the community and compatibility between residential uses and neighboring industrial uses. Additional details regarding the CSD are contained in the Zoning Ordinance.

Implementation Strategies

The Implementation Strategies Table (Table 4: Implementation Strategies) identifies recommended actions to implement the vision and goals of the Plan. A primary responsible party is identified for each strategy and an estimated timeframe of short (0-5 years), medium (5-10 years), long (10 years or longer), or ongoing assigned. Each action is also prioritized as high, medium, or low, based on community priorities expressed during outreach workshops for the Vision Plan and Plan. The list of actions is not exhaustive. It is intended to identify priority actions, programs, or projects that will help to achieve the vision and goals in the Plan. The table should serve as a reference for County service providers, residents, and community organizations as they work collaboratively to improve quality of life in Florence-Firestone.

Table 3: Land Use-Zoning Matrix

Land Use Designation			Primary Consistent Zones	
RESIDENTIAL	H9	Residential 9	R-1	Single-Family Residence
			R-A	Residential Agriculture
			RPD	Residential Planned Development
	H18	Residential 18	R-1	Single-Family Residence
			R-2	Two-Family Residence
			R-3	Limited Multiple Residence
			R-4	Unlimited Residence
			RPD	Residential Planned Development
	H30	Residential 30	R-2	Two-Family Residence
			R-3	Limited Multiple Residence
			R-4	Unlimited Residence
			RPD	Residential Planned Development
COMMERCIAL	CG	General Commercial	C-1	Restricted Business
			C-2	Neighborhood Commercial
			C-3	Unlimited Commercial
			C-M	Commercial Manufacturing
			CPD	Commercial Planned Development
MIXED USE	MU	Mixed Use	R-2	Two-Family Residence
			R-3	Limited Multiple Residence
			R-4	Unlimited Multiple Residence
			C-2	Neighborhood Commercial
			C-3	Unlimited Commercial
			MXD	Mixed Use Development
INDUSTRIAL	IL	Light Industrial	M-1	Light Manufacturing
			MPD	Manufacturing Industrial Planned Development
	IH	Heavy Industrial	M-1	Light Manufacturing
			M-1.5	Restricted Heavy Manufacturing
			M-2	Heavy Manufacturing
			MPD	Manufacturing Industrial Planned Development
PUBLIC / SEMI	P	Public and Semi Public	All	All
OPEN SPACE	OS-PR	Open Space- Parks and Recreation	O-S	Open Space

Potential Opportunities

The Potential Opportunities Map (Map 4: Potential Opportunities) depicts general concepts and opportunities to implement the vision, goals, and policies of the Plan. It is intended to provide guidance, rather than exact locations, for future physical improvements in the community. Factors such as right-of-way constraints and Americans with Disabilities Act (ADA) access requirements will need to be considered when determining how improvements are implemented.

Opportunities are identified based on analysis of existing conditions in the community as well as outcomes from the community outreach process. Proposed bike lanes, routes, and boulevards are identified based on the 2012 Los Angeles County Bicycle Master Plan. Bike infrastructure was prioritized based on usefulness toward enhancing the current bicycle network, providing service to key land uses, and minimizing implementation obstacles. Park acquisition opportunities are based on the 2010 Florence-Firestone Parks and Recreation Plan. These sites are located to expand access to parkland within walking distance of every household. The location for a potential urban trail is based on the 2009 Florence-Firestone Vision Plan. An analysis of existing street trees was conducted as part of the 2010 Florence-Firestone Land Use and Sustainability Report and proposed street trees are based on these findings. Finally, locations for potential crosswalk improvements are based on public input for the Plan. Sidewalks near Metro stations were identified as the highest priority areas to receive improvements to increase safety and comfort. The map depicts the highest priority physical improvements in the community and should be referenced as a tool for allocating funding for community improvements.

Collaboration

The collaborative effort between County service providers, community organizations, residents, and business owners that led to the development of the Plan should also guide implementation. Ongoing communication, collaboration, and information sharing can be ensured through the following means:

Tracking Progress

Progress reports shall be prepared each year by the Department of Regional Planning to reflect implementation successes and issues. Such reports will include information on needed improvements or amendments to the Plan and implementing ordinances, and may include indicators to help measure success.

Communication Tools

Several tools will be utilized to ensure that all stakeholders are aware of the status of implementing the Plan. The Department of Regional Planning website will post information on major private and public development projects within the community. The Community Connections newsletter will also include regular updates on implementation items completed over time.

Community Enhancement Team and Community Leaders

The Florence-Firestone Community Enhancement Team and Community Leaders provide an ideal forum for collaborating on Plan implementation and information sharing. The County will continue participating in and supporting these highly effective groups for as long as they are productive. Whenever possible, the communication tools described above should be provided in multiple languages to ensure that they are comprehensible to most residents. Communication materials should also be provided in hard-copy format in libraries or local County facilities to reach individuals without internet access.

Table 4: Implementation Strategies

#	Action	PRIORITY LEVEL	Timeframe				Responsible Agency
			Short	Medium	Long	Ongoing	
COMMUNITY DESIGN AND MAINTENANCE							
1	Study methods to improve alleys, including mechanisms to fund and implement improvements, where feasible.	LOW					DPW
2	Expand community beautification programs for public and private property.	MED					CDC
3	Provide design guidelines for street lighting, sidewalks, streetscapes and signage.	MED					DRP
4	Identify priority opportunity areas to apply design guidelines.	MED					DRP
COMMUNITY SERVICES AND FACILITIES							
5	Hold an annual community-wide festival and other entertainment events.	MED					DPR
6	Build more youth and senior centers.	HIGH					DPR
7	Plan and construct a multi-purpose cultural arts center with a banquet hall, studios, and classroom spaces.	HIGH					CDC
8	Implement the County's Energy and Water Efficiency, Sustainable Design, and Environmental Stewardship Program at County facilities.	MED					All that apply
9	Connect County facilities to recycled water lines where available.	MED					All that apply
HEALTH AND SAFETY							
10	Consider adding security cameras in public parks and Metro stations.	HIGH					DPR METRO
11	Establish and support neighborhood watch programs.	HIGH					FFCET SHERIFF
12	Create a Safe Routes to Schools program to encourage students to walk or bike to school.	MED					FFCET DPW
13	Continue to support the Los Angeles County Regional Gang Violence Reduction Initiative's work in Florence-Firestone with the aim of removing boundaries of various gang territories.	HIGH					CEO

14	Conduct an educational and outreach campaign to increase transit use and walking among teens, youth, and seniors.	LOW					DPH
15	Create a pilot healthy food marketing and branding campaign to incentivize provision of healthy food.	MED					DPH
ECONOMIC DEVELOPMENT							
16	Pursue funding for job training programs.	HIGH					CDC
17	Study the feasibility of establishing a comprehensive WorkSource Center in Florence-Firestone to provide local access to employment services and resources.	HIGH					CDC
18	Conduct workshops to provide information on jobs, job training programs, collaborative education and apprenticeship programs, for example with local school and college districts.	HIGH					CDC
19	Continue to implement programs to support local businesses, including branding, marketing, small business assistance, business improvement districts, and revitalization, such as Empowerment Zones.	HIGH					CDC COC
20	Work with existing industrial businesses to strengthen revenue-generating and employment capacity through Empowerment Zone grants and the Community Business Revitalization Program.	HIGH					CDC
21	Develop a "Mercado" near a Metro station area that includes a collection of rental vendor stalls with a shared dining area.	LOW					CDC
22	Collaborate with local community colleges, vocational schools, and universities to offer local employee technical training programs, outreach, and youth mentorship opportunities.	HIGH					CDC
23	Collaborate with local businesses to develop training programs for local employees to ensure the local workforce meets the needs of business.	HIGH					CDC
24	Work with organizations like the Los Angeles County Workforce Investment Board to prioritize employment outreach in high need communities such as Florence-Firestone.	MED					CDC
HOUSING							
25	Provide financial education workshops on home ownership and housing assistance programs.	MED					CDC

MOBILITY							
26	Develop a pedestrian plan that improves pedestrian safety and visibility and accommodates higher pedestrian volumes near station areas. Include crosswalk restriping, installation of flashing beacons and pedestrian signals, sidewalk widening and installation of curb ramps. Include research and identification of potential funding streams specific to ped-scale lighting and street furniture.	HIGH					DPW
27	Develop a comprehensive parking strategy that addresses alternate modes of travel and provides for adequate parking for commercial uses while protecting neighborhoods from spillover parking impacts.	MED					DRP
28	Implement traffic calming measures in accordance with the County's Neighborhood Traffic Management Program.	MED					DPW
29	Implement and continue funding for a community shuttle service.	HIGH					CDC
30	Investigate the feasibility and need for bus bulbs at high-frequency transit stops.	MED					DPW
31	Improve the existing pedestrian bridge south of Florence Avenue and consider constructing new pedestrian bridges in the Slauson and Firestone Station areas.	HIGH					METRO
32	Refer to the Potential Opportunities Map when implementing trail and bicycle improvements.	MED					DPW DRP
33	Evaluate the possibility of establishing or expanding a lighting district, including identifying potential ongoing sources of funding for maintenance.	HIGH					DPW
OPEN SPACE AND RECREATION							
34	Refer to the Potential Opportunities Map when implementing landscaping improvements. Whenever feasible, consider utilizing landscaping to capture rainwater.	MED					DPW
35	Refer to the Potential Opportunities Map when considering locations for new Parks.	MED					DPR
36	Develop multi-use trails along utility and rail lines.	MED					DPR
37	Pursue and maintain joint use agreements with schools.	HIGH					DPR

Acronyms: Department of Public Works (DPW), Community Development Commission (CDC), Department of Regional Planning (DRP), Board of Supervisors (BOS), Metropolitan Transit Authority (METRO), Florence-Firestone Community Enhancement Team (FFCET), Chief Executive Office (CEO), Department of Public Health (DPH), Chamber of Commerce (COC), Department of Parks and Recreation (DPR).

IV. CONCLUSION

Florence-Firestone is a diverse community with a rich history. Over the years, it has experienced demographic, economic, and physical transitions. Today, the community enjoys a diverse and young population, convenient access to the Los Angeles region, close collaboration with County service providers, and a strong system of public services and facilities to meet its needs.

The Plan seeks to preserve and build upon these assets while ensuring that the community's needs are met and the long-term vision is realized. Continued collaboration, accountability and commitment by elected leaders, County service providers, and community stakeholders will ensure that the vision and goals identified in the Community Plan translate into success.

V. GLOSSARY

Bicycle Boulevard: Local roads or residential streets that have been enhanced with signage, traffic calming, and other treatments to prioritize bicycle travel.

Bicycle Lane: A portion of a roadway designated for exclusive bicycle travel with pavement striping and signage (Class II).

Bicycle Path: Paved right-of-way for exclusive use by bicyclists, pedestrians, and other non-motorized modes of traffic that are physically separated from vehicular traffic (Class I).

Bicycle Route: Areas designated with signs that provide shared use with motor vehicle traffic within the same travel lane (Class III).

Community Park: Typically 10 to 20 acres and serves several neighborhoods within a 1 to 2 mile radius of the park.

Community Regional Park: Typically 20 to 100 acres and has a service radius of 20 miles.

Density: The number of dwelling units per acre, shown as a range from the minimum to the maximum, calculated over the entire project area with the residential development. Density is not based on the number of lots.

Floor-Area-Ratio (FAR): The ratio of the amount of floor area a development uses, measured from the outside wall to the inside wall in square feet or acres, to a given area of land. For example, $FAR = (\text{number of square feet for each floor of a building}) / (\text{total number of square feet of the parcel})$.

Healthy Food: Foods that provide essential nutrients and support health.

Historic Resource: A site, building, or structure that represents a significant example of American history,

architecture, or culture that is listed in, or determined to be eligible for listing in, the California Register of Historical Resources, a local register of historical resources, or is of historic or cultural value to the community.

Limited Light Industrial: Small scale light industrial uses with minimal negative environmental impacts that are suitable to co-exist with commercial and residential uses.

Neighborhood Park: Typically 3 to 10 acres and serves residents living within a half mile radius of the park.

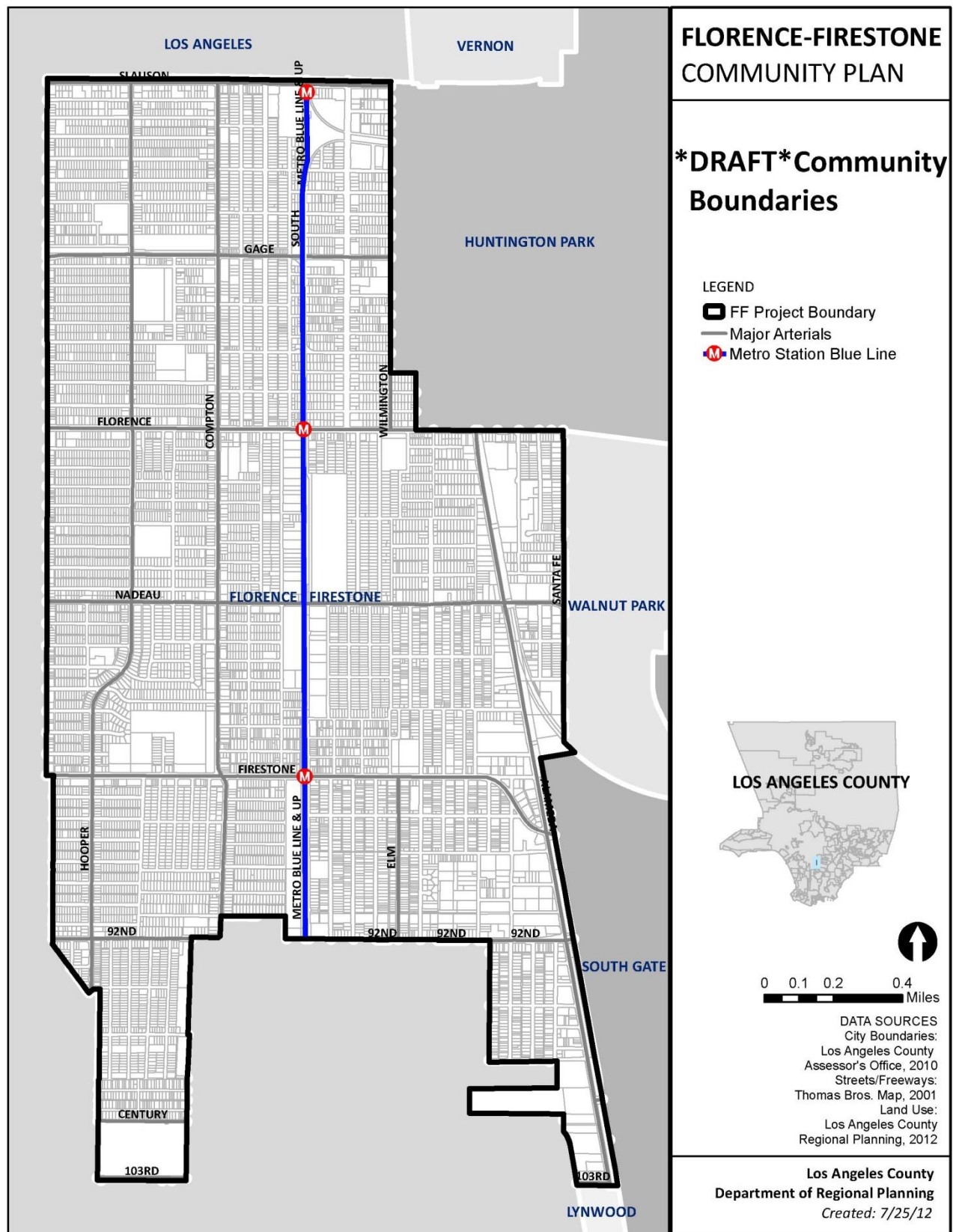
Park Node: Small piece of open space that serves as a public destination, connection and community defining space.

Pocket Park: Less than 3 acres in size and serves residential or business area within a quarter mile radius or within walking distance.

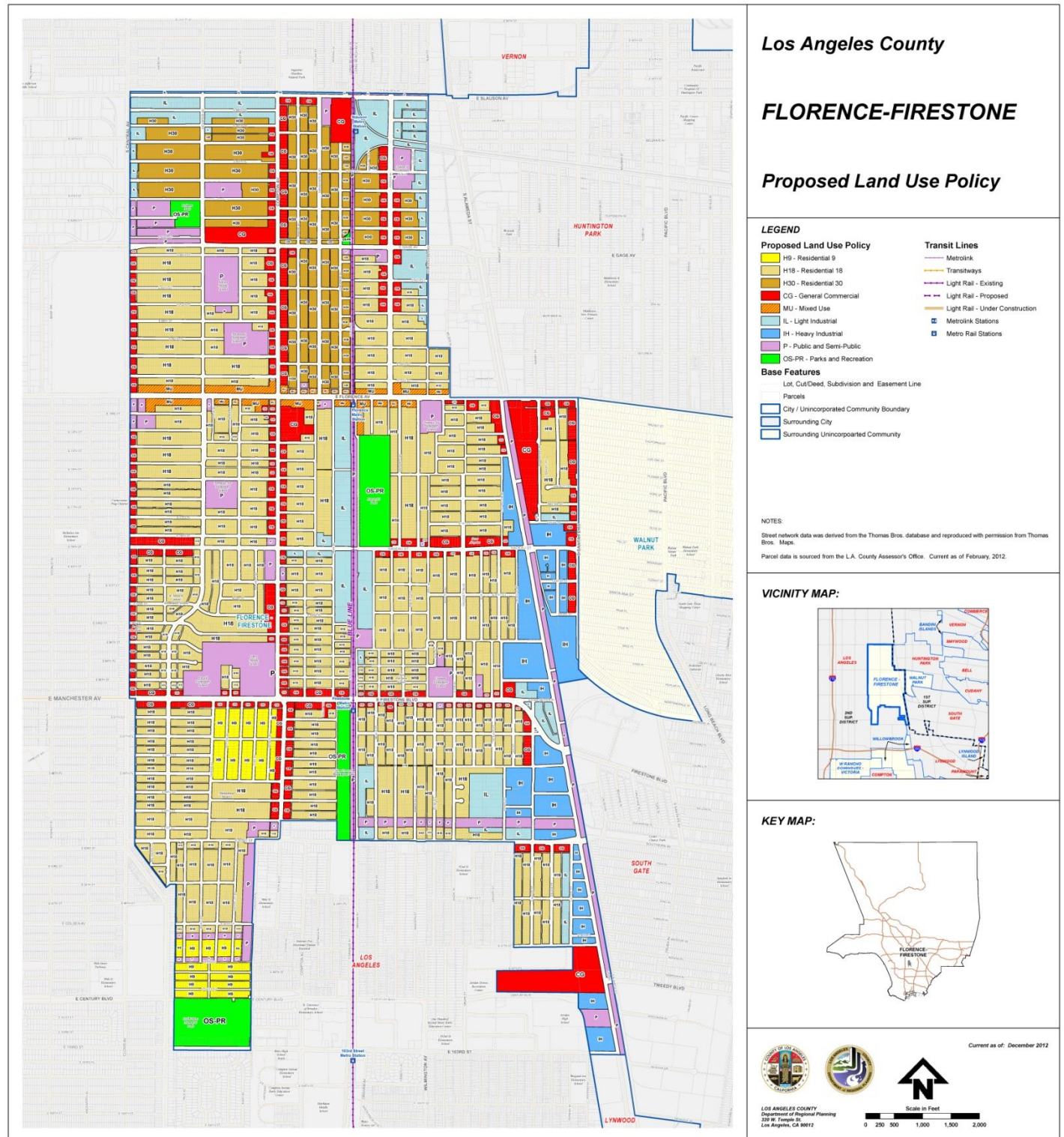
Transitional Area: An area with a mix of uses that has begun to gradually change and is likely to continue to change.

Urban Trail: A pathway for pedestrians and cyclists that connects community destinations and provides a place for recreation and exercise. Designated with signage and distinctive pavement treatments.

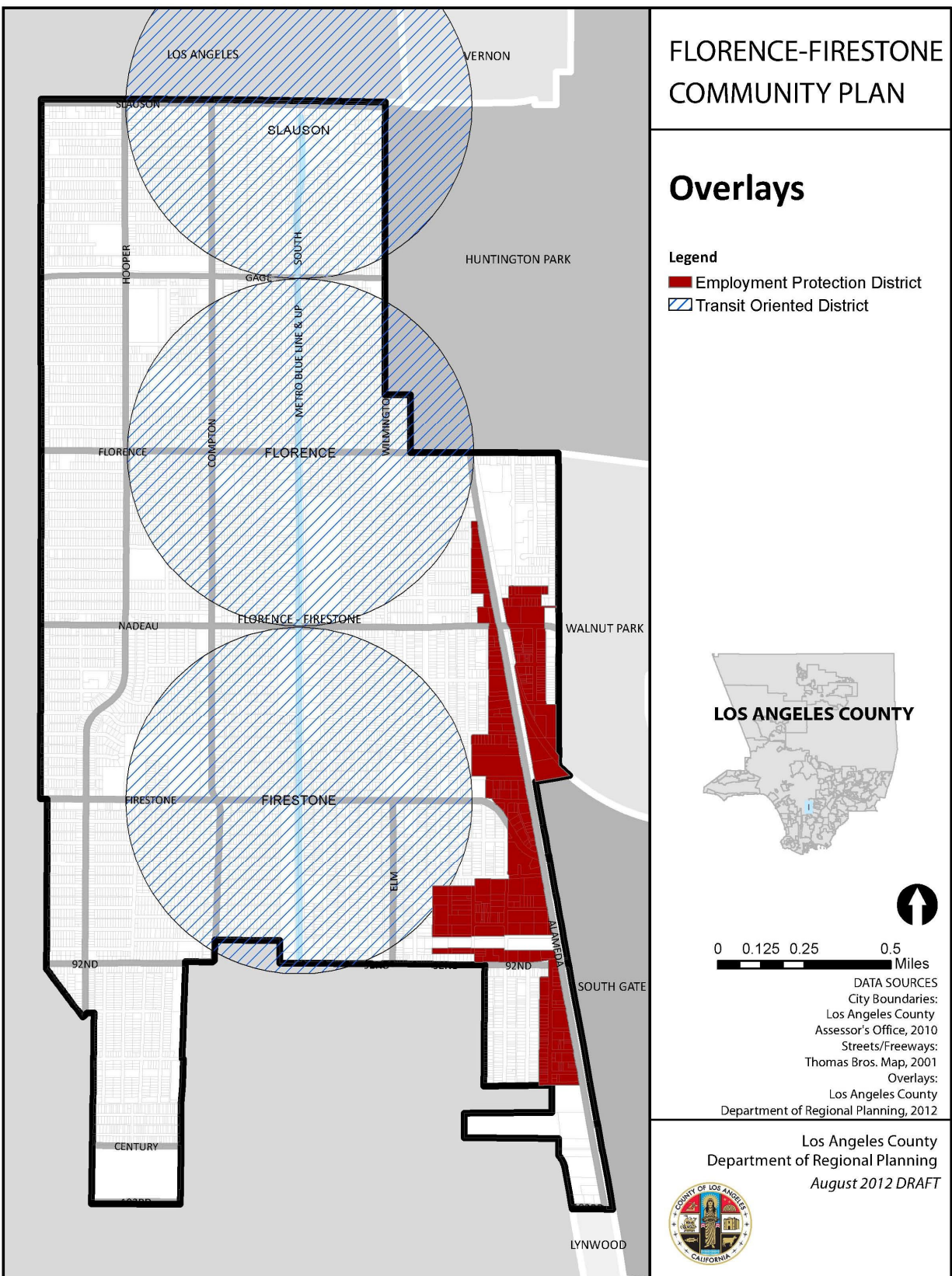
Map 1: Community Boundaries



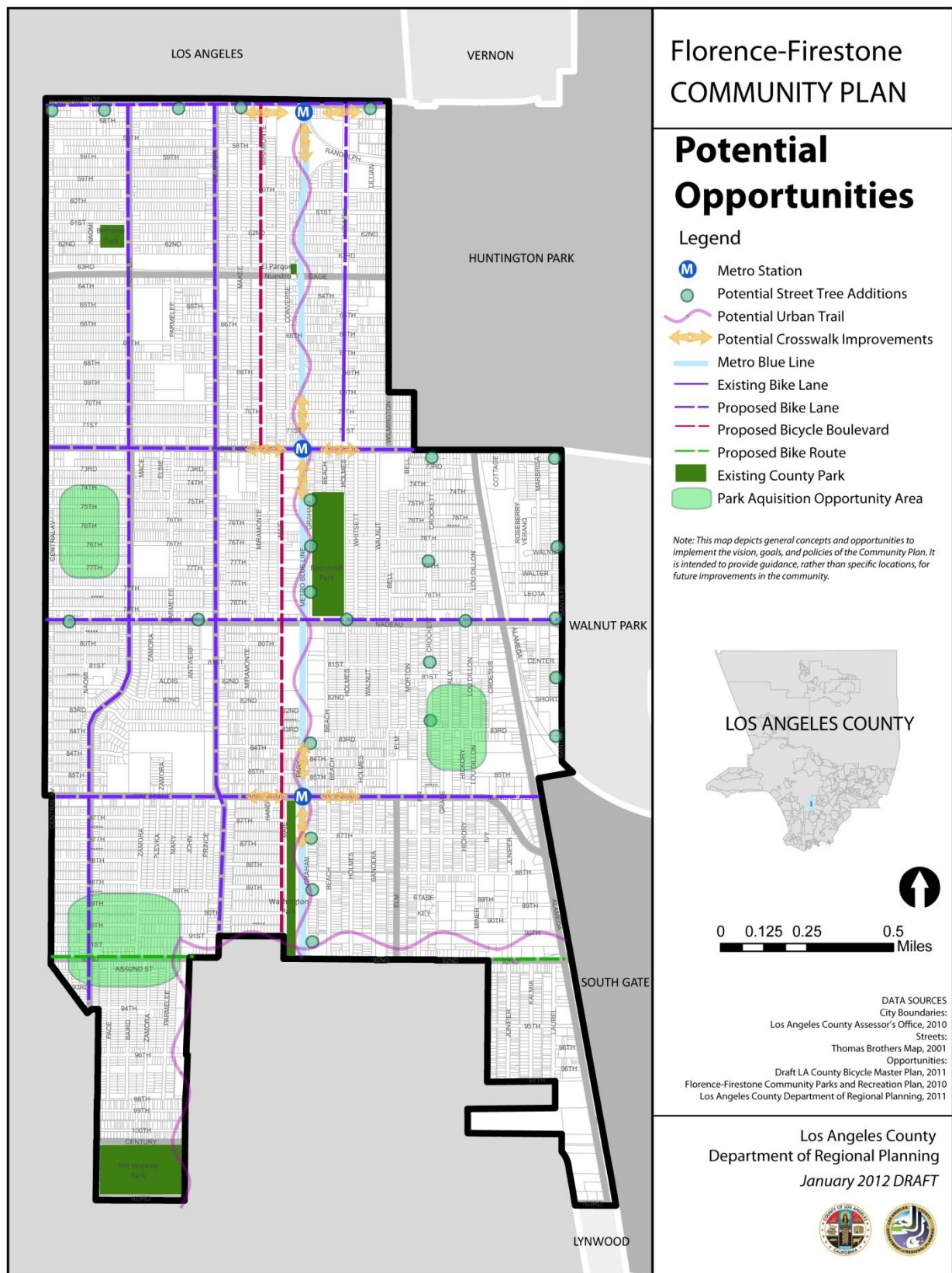
Map 2: Land Use Policy



Map 3: Overlays



Map 4: Potential Opportunities



Los Angeles County
Department of Regional Planning

Draft Florence-Firestone Community Plan

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